

Q3 2026 Revenue

October 22nd, 2026



ACCOR

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Q3 2026 financial highlights

Strong activity rebound

- 1 | **Q3 26 RevPAR +4.9% L/L** vs. Q3 25
+5.6% excluding Middle East
- 2 | **LTM Net Unit Growth at 3.0%**
Robust pipeline growth of +9.5% yoy
- 3 | **Group revenue at €1,503m**
+7.7% yoy at cc ⁽¹⁾, +8.6% L/L
M&F revenue at €378m
+5.5% yoy at cc

Upgraded outlook

- 1 | **FY26 RevPAR expected**
at high-end of the +2.0-2.5% range
- 2 | **FY26 Rec. EBITDA guidance upgraded**
to €1,270-1,285m⁽²⁾ with strict financial
discipline maintained
- 3 | **€698m shareholder return YTD 2026**
i.e. 6.2% of the market capitalization⁽³⁾

⁽¹⁾ "CC" MEANS "CONSTANT CURRENCY"

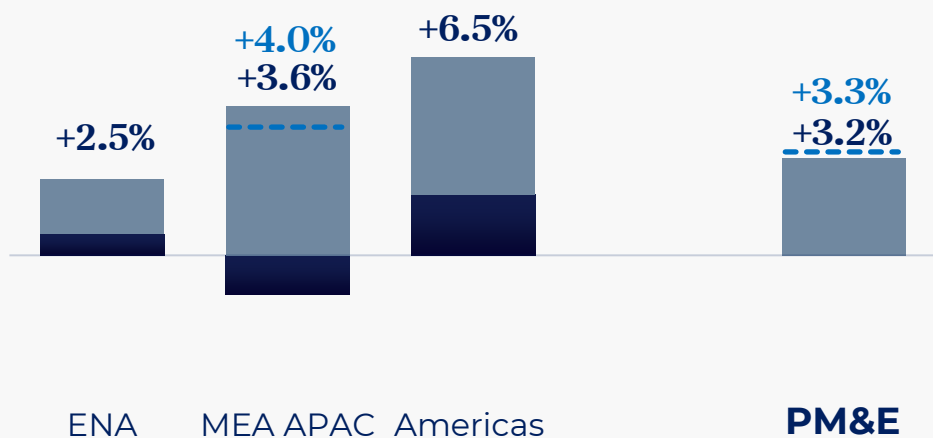
⁽²⁾ INCLUDING NEGATIVE FOREIGN EXCHANGE IMPACT OF €10M (BASED ON FX RATES AT 1.14 USD / EUR FOR Q4 26)

⁽³⁾ MARKET CAPITALIZATION AS OF JANUARY 1ST, 2026

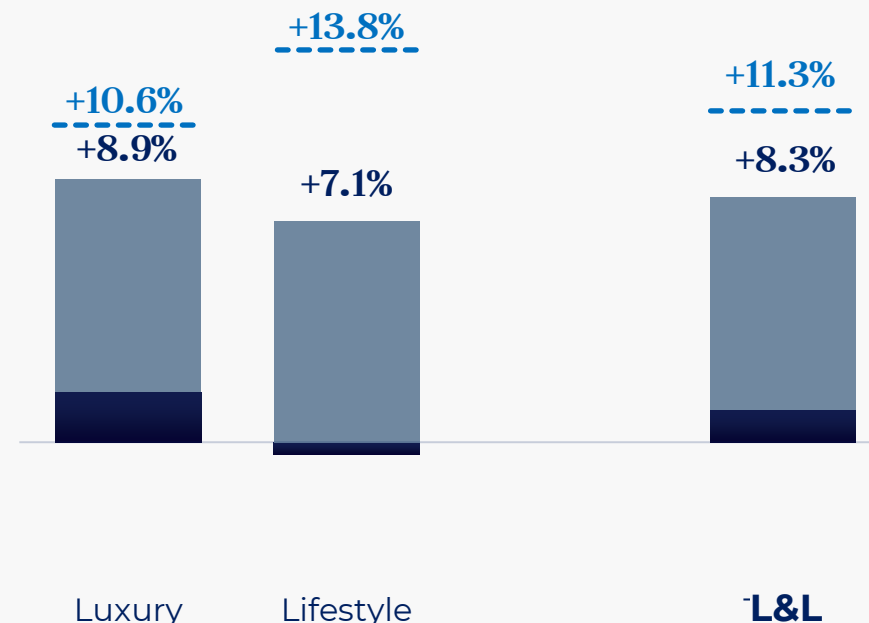


Q3 26 RevPAR at +4.9%, +5.6% excluding Middle East

Premium, Midscale & Economy



Luxury & Lifestyle



■ Occupancy Rate

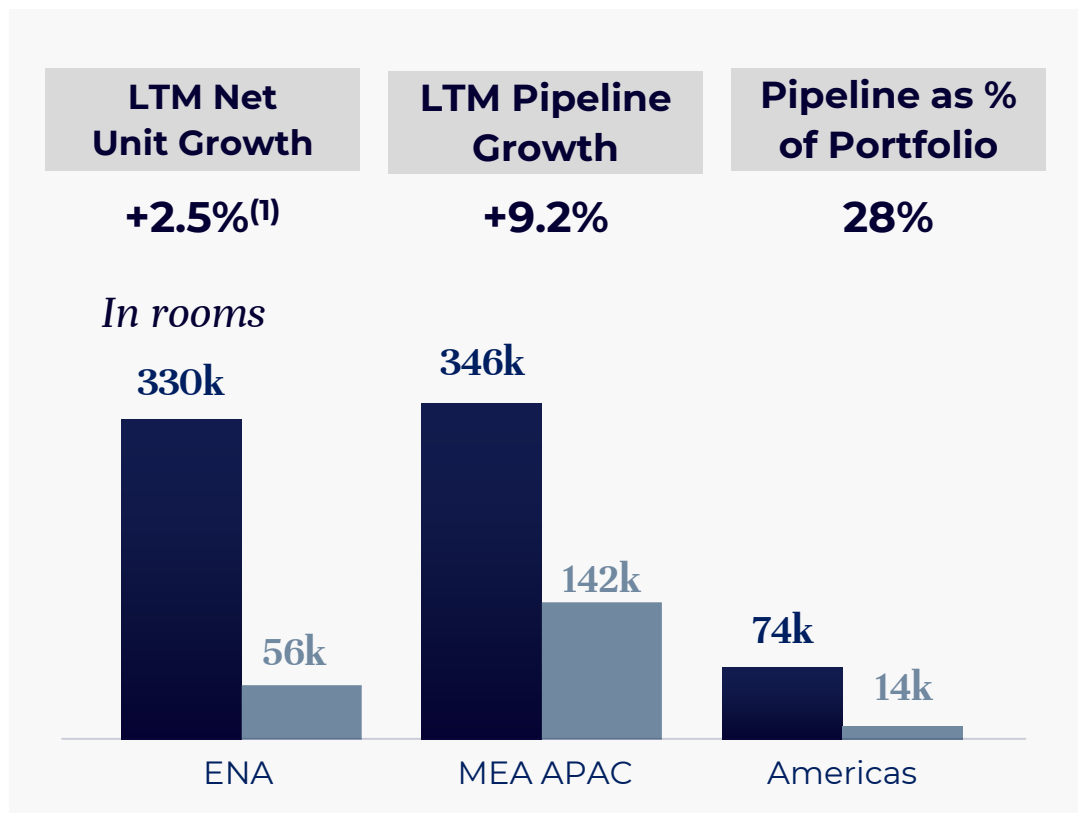
■ Average Room Rate

XX% RevPAR L/L **year-on-year**
XX% **excluding Middle East**

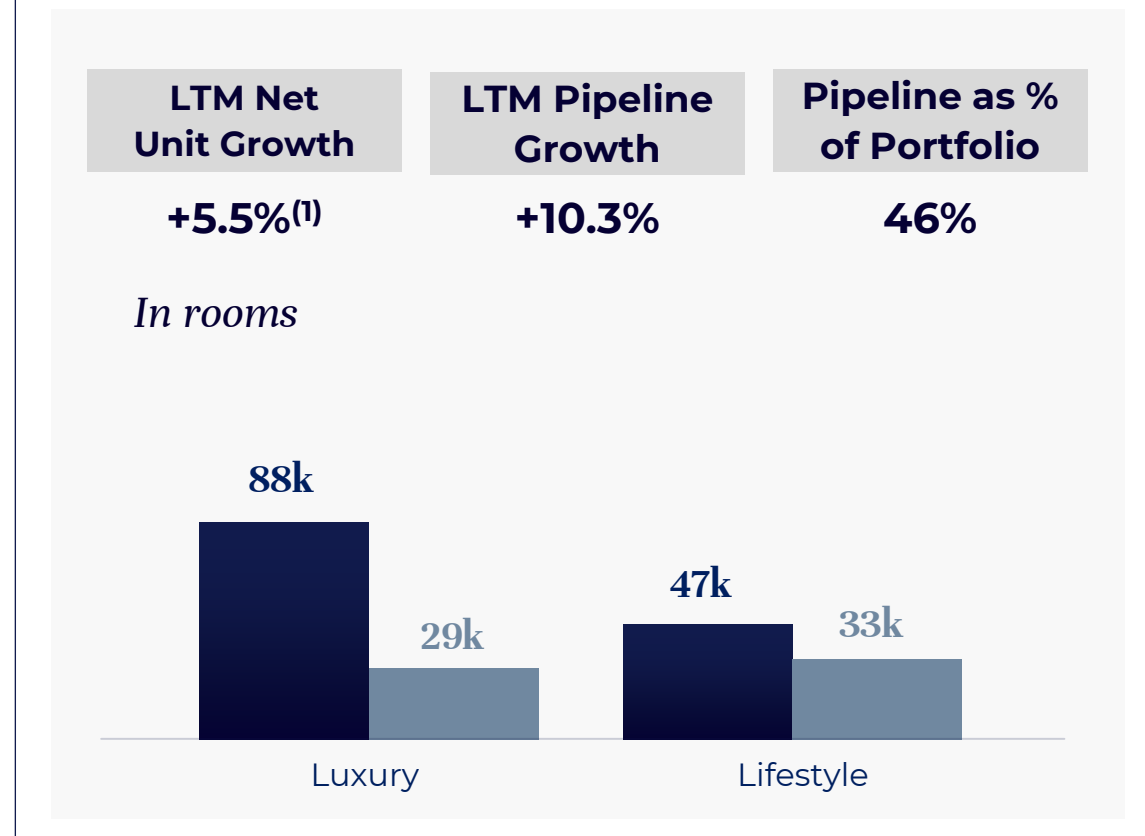


+3.0% NUG and +9.5% growth in pipeline

Premium, Midscale & Economy



Luxury & Lifestyle



⁽¹⁾ EXCLUDING JO&JOE TRANSFER FROM L&L to PM&E, PM&E NUG WOULD BE +2.2% AND L&L NUG WOULD BE +6.8%



+7.7% Group revenue growth at constant currency

<i>In € millions</i>	Q3 2025	Q3 2026	Reported change	At constant currency	
M&F	354	378	+6.7%	+5.5%	
HA & OTHER	382	430	+12.4%	+8.7%	+12.8% L/L
SMDL ⁽¹⁾	353	362	+2.7%	+0.9%	
REIMBURSED COSTS	297	351	+18.3%	+16.3%	
INTERCOS	(18)	(19)	N/A	N/A	
TOTAL	1,369	1,503	+9.8%	+7.7%	+8.6% L/L

⁽¹⁾ SALES, MARKETING, DISTRIBUTION & LOYALTY

ACCOR – Q3 2026 REVENUE



MONDRIAN CANCUN,
MEXICO

+5.5% M&F revenue growth at constant currency

<i>In € millions</i>	Q3 2025	Q3 2026	Reported change	At constant currency
PREM., MID. & ECO.	228	236	+3.6%	+2.4%
LUXURY & LIFESTYLE	126	142	+12.5%	+11.2%
M&F REVENUE	354	378	+6.7%	+5.5%



FY 2026 Guidance

RevPAR Growth

like-for-like

**High-end of the
+2.0% to +2.5%
range ⁽¹⁾**

Net Unit Growth

**Between
+3.0% and +3.5%**

Recurring EBITDA

€1,270-1,285m ⁽²⁾

⁽¹⁾ ASSUMING NO DETERIORATION OF THE ACTIVITY IN THE UAE VS. Q3 (UAE REVPAR DOWN (26)% IN Q3 26)

⁽²⁾ INCLUDING NEGATIVE FOREIGN EXCHANGE IMPACT OF €10M (BASED ON FX RATES AT 1.14 USD / EUR FOR Q4 26)



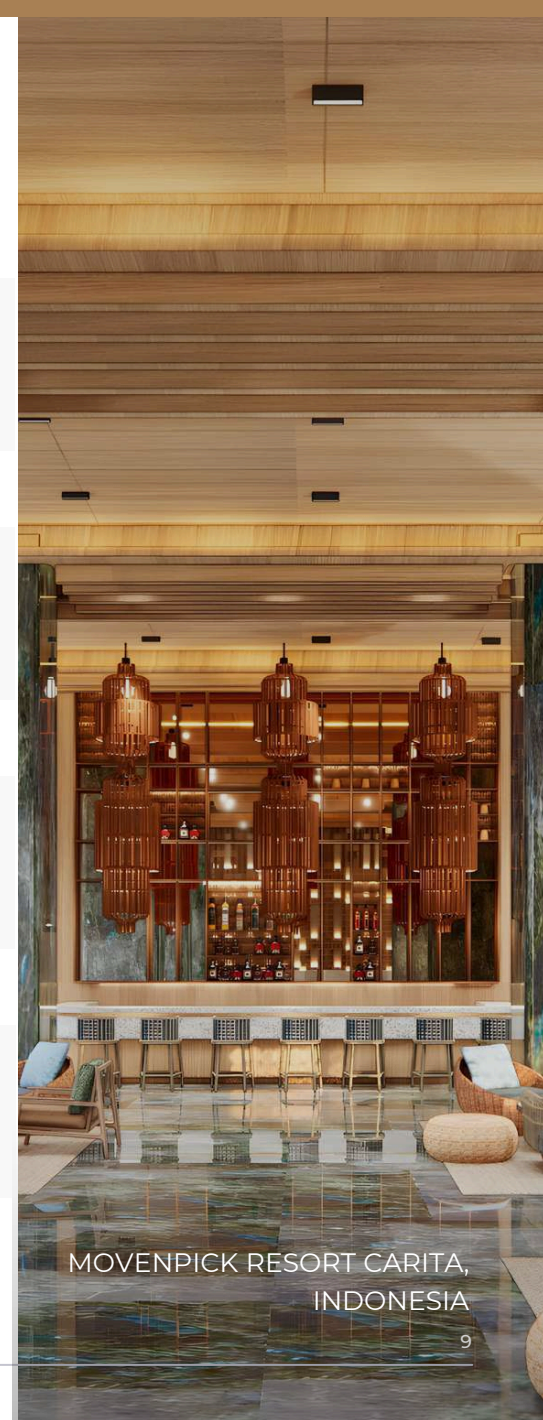
Key Takeaways

1 *Robust Q3 activity rebound despite persistent Middle East tensions*

2 *Sustained strict cost discipline*

3 *...Supporting an upgrade to our Recurring EBITDA guidance*

4 *Essendi disposal on track*





Appendices

FAIRMONT CHESHIRE THE MERE,
UNITED KINGDOM



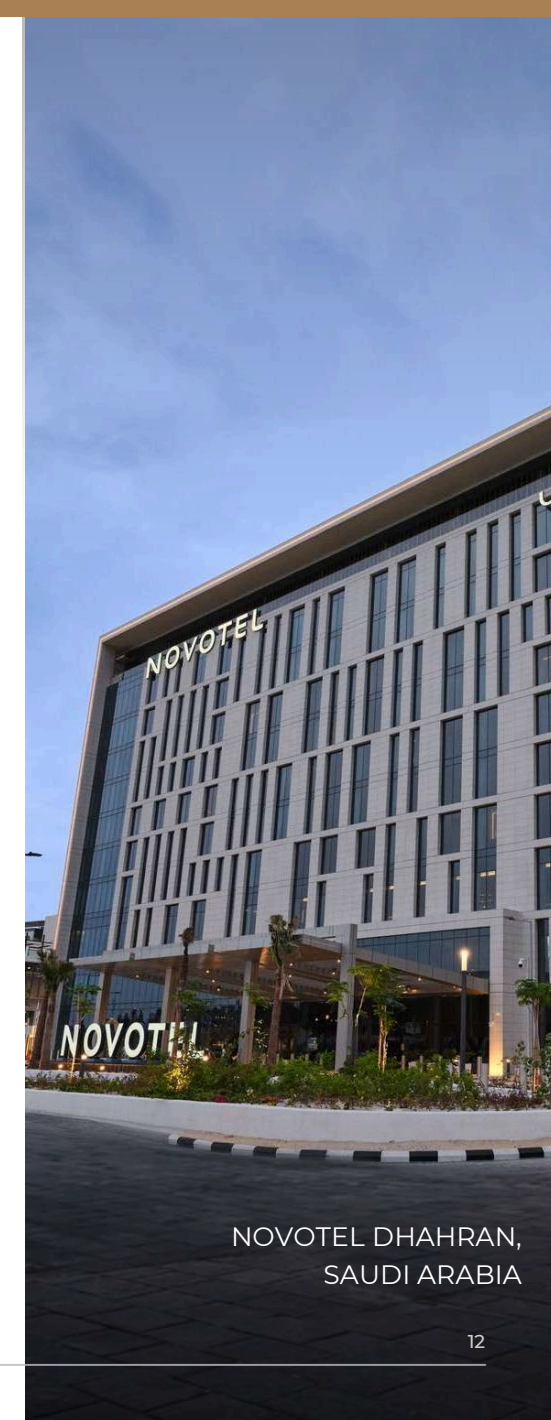
1 *Q3 Appendices*

Group revenue breakdown

<i>In € millions</i>	Q3 2025	Q3 2026	Reported change	At constant currency
M&F	228	236	+3.6%	+2.4%
SMDL ⁽¹⁾	244	251	+2.8%	+0.8%
HA & OTHER	260	279	+7.6%	+3.0%
PREM., MID. & ECO.	732	767	+4.8%	+2.1%
M&F	126	142	+12.5%	+11.2%
SMDL ⁽¹⁾	109	111	+2.4%	+1.1%
HA & OTHER	123	151	+22.5%	+21.3%
LUXURY & LIFESTYLE	358	404	+12.9%	+11.6%
REIMBURSED COSTS	297	351	+18.3%	+16.3%
INTERCOS	(18)	(19)	N/A	N/A
TOTAL REVENUE	1,369	1,503	+9.8%	+7.7%

(1) SALES, MARKETING, DISTRIBUTION & LOYALTY

ACCOR – Q3 2026 REVENUE



NOVOTEL DHAHRAN,
SAUDI ARABIA

Q3 2026 revenue vs. Q3 2025 – From like-for-like to reported

+8.6%

Like-for-Like

€118m

(0.8)%

Perimeter

€(11)m

Mainly
disposal of
Paris Society
Festive & Events

+2.0%

Currency

€28m

Currency effect

AUD: €18m

BRL: €6m

USD: €5m

AED: €2m

EGP: €(1)m

CAD: €(1)m

TRY: €(3)m

+9.8%

Reported

€134m



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YTD Appendices

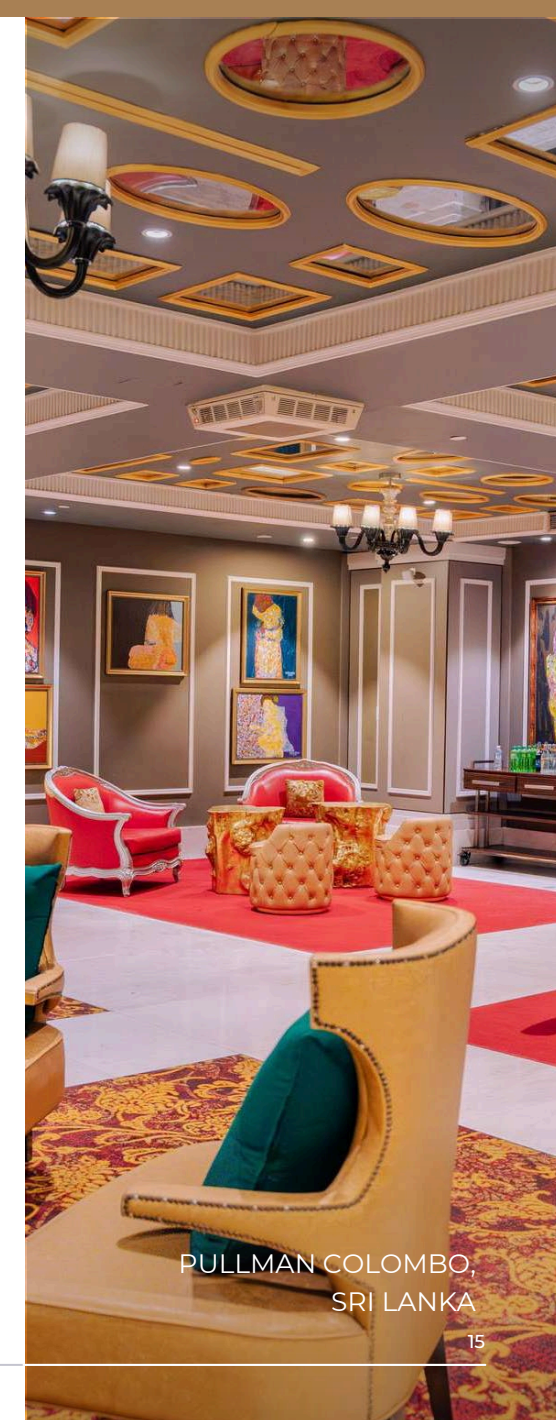


YTD Group revenue breakdown

<i>In € millions</i>	YTD 2025	YTD 2026	Reported change	At constant currency
M&F	655	660	+0.8%	+1.3%
SMDL ⁽¹⁾	693	711	+2.7%	+2.7%
HA & OTHER	750	784	+4.5%	+2.3%
PREM., MID. & ECO.	2,098	2,156	+2.7%	+2.1%
M&F	370	403	+8.9%	+11.7%
SMDL ⁽¹⁾	303	311	+2.6%	+4.8%
HA & OTHER	473	439	(7.2)%	(6.1)%
LUXURY & LIFESTYLE	1,146	1,153	+0.6%	+2.5%
REIMBURSED COSTS	929	1,014	+9.1%	+12.4%
INTERCOS	(61)	(60)	N/A	N/A
TOTAL REVENUE	4,113	4,263	+3.6%	+4.6%

(1) SALES, MARKETING, DISTRIBUTION & LOYALTY

ACCOR – Q3 2026 REVENUE



PULLMAN COLOMBO,
SRI LANKA

YTD M&F revenue

In € millions

	YTD 2025	YTD 2026	Reported change	At constant currency
PREM., MID. & ECO.	655	660	+0.8%	+1.3%
LUXURY & LIFESTYLE	370	403	+8.9%	+11.7%
M&F REVENUE	1,025	1,063	+3.7%	+5.0%



MERCURE ANTALYA BELEK,
TURKEY

YTD 2026 revenue vs. YTD 2025 – From like-for-like to reported

+6.1%

Like-for-Like

€243m

(1.4)%

Perimeter

€(57)m

Mainly
disposal of
Paris Society
Festive

(0.9)%

Currency

€(36)m

Currency effect

AUD: €31m

BRL: €12m

EGP: €(3)m

AED: €(8)m

CAD: €(9)m

TRY: €(12)m

USD: €(31)m

+3.6%

Reported

€150m



3 *RevPAR*



RevPAR – Systemwide

	Q3 2026 vs. Q3 2025						Sept YTD 2026 vs. Sept YTD 2025					
	OR		ARR		REVPAR		OR		ARR		REVPAR	
	%	CHG PTS L/L	€	CHG % L/L	€	CHG % L/L	%	CHG PTS L/L	€	CHG % L/L	€	CHG % L/L
ENA	74.8	0.5	106	1.8	80	2.5	69.1	0.7	103	0.7	71	1.8
MEA APAC	67.9	(0.9)	81	4.9	55	3.6	65.5	(0.6)	83	3.8	54	3.0
AMERICAS	64.8	1.3	76	4.5	49	6.5	62.3	1.5	77	4.3	48	6.8
PREM., MID. & ECO.	70.7	0.0	93	3.2	65	3.2	66.8	0.3	92	2.2	61	2.6
LUXURY	69.0	1.1	275	7.2	190	8.9	65.0	0.5	268	5.2	174	6.1
LIFESTYLE	71.2	(0.3)	224	7.5	159	7.1	64.8	(2.0)	218	2.6	141	(0.3)
LUXURY & LIFESTYLE	69.7	0.7	258	7.2	180	8.3	64.9	(0.2)	252	4.6	163	4.3
SYSTEMWIDE	70.6	0.1	117	4.7	82	4.9	66.5	0.2	115	3.0	76	3.3

4 *Portfolio*



Portfolio as of September 30th, 2026

	Owned & Leased		Managed		Franchised		Total	
	#HOTELS	#ROOMS	#HOTELS	#ROOMS	#HOTELS	#ROOMS	#HOTELS	#ROOMS
ENA	8	2,493	723	115,457	2,227	212,121	2,958	330,071
MEA APAC	36	6,690	773	178,915	1,067	160,457	1,876	346,062
AMERICAS	52	10,446	159	26,647	237	36,488	448	73,581
PREM., MID. & ECO.	96	19,629	1,655	321,019	3,531	409,066	5,282	749,714
LUXURY	5	811	286	75,033	92	12,433	383	88,277
LIFESTYLE	1	73	138	35,548	53	11,607	192	47,228
LUXURY & LIFESTYLE	6	884	424	110,581	145	24,040	575	135,505
TOTAL	102	20,513	2,079	431,600	3,676	433,106	5,857	885,219



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Exchange rates



Q3 2026 exchange rates

1 foreign currency = X euro

	Q3 2025 Average Rate	Q3 2026 Average Rate	Q3 2026 vs. Q3 2025
AMERICAN DOLLAR (USD)	0.86	0.87	+1%
AUSTRALIAN DOLLAR (AUD)	0.56	0.61	+10%
BRAZILIAN REAL (BRL)	0.16	0.17	+8%
BRITISH STERLING (GBP)	1.16	1.17	+1%
CANADIAN DOLLAR (CAD)	0.62	0.62	(0)%
EGYPTIAN POUND (EGP)	0.02	0.02	(2)%
TURKISH LIRA (TRY)	0.02	0.02	(13)%
UAE DIRHAM (AED)	0.23	0.24	+2%



YTD 2026 exchange rates

1 foreign currency = X euro

	YTD 2025 Average Rate	YTD 2026 Average Rate	YTD 2026 vs. YTD 2025
AMERICAN DOLLAR (USD)	0.90	0.86	(4)%
AUSTRALIAN DOLLAR (AUD)	0.57	0.60	+5%
BRAZILIAN REAL (BRL)	0.16	0.17	+6%
BRITISH STERLING (GBP)	1.18	1.16	(2)%
CANADIAN DOLLAR (CAD)	0.64	0.62	(3)%
EGYPTIAN POUND (EGP)	0.02	0.02	(5)%
TURKISH LIRA (TRY)	0.02	0.02	(19)%
UAE DIRHAM (AED)	0.24	0.23	(4)%



6 *Glossary*



Glossary

Division definitions

- **M&F:**
Management & Franchise
- **SMDL:**
Sales, Marketing, Distribution & Loyalty
- **HA & Other:**
Hotel Assets & Other

Region organization

- **ENA:**
Europe North Africa including France, Germany and UK
- **MEA APAC:**
Middle East, Africa & Asia Pacific including United Arab Emirates, China and Australia
- **Americas:**
North, Central and South America & Caribbean

Like-for-like (L/L) definition for P&L figures

- Foreign exchange changes vs. Euro are cancelled applying the n exchange rate to year n-1 (i.e. definition for variation at constant rate) since 2026
- Perimeter effects (i.e. acquisitions and disposals) are neutralized:
 - Excluding impacts from disposals defined as a change in the consolidation methodology of a given entity
 - Excluding impacts from acquisition defined as a change in the consolidation methodology of a given entity or as the acquisition of an activity or company
 - Excluding impact from subsidiaries hotel openings & closings
 - Organic system growth and churn are not neutralized on HotelServices revenue





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